
Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS

Desired Community Condition(s)

City services, operations, and finances are measured and audited, as needed, and meet customer needs.

Financial assets are maximized and protected, and analyzed and reported accurately, understandably, and usefully.

Customers can participate in their government by accessing information about services, policies, community conditions, regulations, etc.

Program Strategy: BUDGET AND PERFORMANCE MANAGEMENT

39503

Develop sound fiscal, performance management, policy development and implementation practices to implement city policies, improve and communicate services to the public and other city agencies.

Department: CHIEF ADMINISTRATIVE OFFICER

Service Activities

Budget and Policy Implementation

Performance Improvement

Strategy Purpose and Description

The purpose of this program strategy includes the development, deployment, and monitoring of annual City budgets to (1) comply with Federal and State law and City ordinances, (2) inform City leaders, constituents, bondholders/rating agencies, and customers of resources, expenditures, services, and results in both short and long term perspectives, and (3) ensure accountability for expenditures and performance within the City organization.

Another key purpose is to assist policy makers and management in developing policy and implementing important service improvements, especially, those upon which the budget has been based.

City budgets have been integrated to include key expenditure, revenue, and performance information. In addition to fund and program financial data, City budgets quantify outcomes (results) of performing services for customers and outputs (services produced, functions performed) and tie those outputs back to customer needs and satisfaction. The budgets are aligned to the City's long-term strategic goals, which are developed with extensive citizen (customer) input. These budgets are becoming the annual action plan for City managers to meet customer and community needs and conditions.

OMB produces short-term, intermediate, and long-term revenue forecasts that establish parameters for City financial and performance plans. OMB facilitates the development of key objectives, tied to the City goals, to be achieved through the annual budgets. OMB prepares the Mayor's proposed budgets with direction provided by the City Administration. OMB adjusts the proposed budgets based on final action by City Council. OMB tracks Departmental execution of the budget (expenditures, revenue, and performance periodically throughout the year. As economic conditions change or unexpected events occur, OMB proposes proactive financial management alternatives to adjust the spending and performance plans accordingly to preserve the financial rating of the City.

OMB manages the 5 Year Goal setting process of the City, mandated in the Charter. It staffs the Indicators Progress Commission, which measures progress made by the community in achieving the City's five-year goals. OMB identifies customer needs, awareness of services, and satisfaction with services through extensive survey efforts, performed directly by OMB staff or under contract with survey research firms.

OMB works with departments to improve specific services, using quality management tools like strategic planning, process reengineering, and activity costing. These improvement initiatives often follow the City-adopted G.E.A.R. process. As an element of this policy, OMB is preparing certain City operations for managed competition, where the City competes against private providers of services for the right to deliver municipal services to the public or other City agencies, based on cost and service quality.

OMB provides financial, programmatic, and performance information to the general public through published documents as well as its Internet site in order to facilitate citizen participation in City government.

Changes and Key Initiatives

With direction by the Chief Financial Officer, OMB is playing a larger role in assisting the Administration and City Council through collaboration with affected Departments in the implementation of key policy and service initiatives contained in the Budget or assigned throughout the year.

OMB will continue to integrate the financial and performance plans into a unified service delivery plan (budget).

Input Measure (\$000's)

2001	110	110 GENERAL FUND	1,204
2002	110	110 GENERAL FUND	1,204
2003	110	110 GENERAL FUND	1,013
2004	110	110 GENERAL FUND	1,042
2005	110	110 GENERAL FUND	1,191
2006	110	110 GENERAL FUND	1,242

Strategy Outcome	Measure	Year	Project	Mid Year	Actual	Notes
The City government manifests a thorough understanding of community and customer conditions; connects that knowledge to its programs.	% program strategies connected	2004	95%		96.1	
		2005	95%	97.2%	97.2%	planning dept consumer health
		2006	100%			anticipate approval of DCC legislation

Strategy Outcome	Measure	Year	Project	Mid Year	Actual	Notes
Financial Plan is effectively developed and implemented.	Percentage of fund expenditures within appropriation	2003	100%(37/37)		86.5% (32/37)	
		2004	100% (37/37)		96.9% (28/29)	IA 2004 year end report Table A,B
		2005	100% (36/36)		see notes	data source not published as of 7-26-05
		2006	100% (36/36)			

Strategy Outcome	Measure	Year	Project	Mid Year	Actual	Notes
Program Strategies are adequately funded	<i>Percentage of program strategies under or less than 5% or 100,000 (whichever is less) over the budget appropriation.</i>	2001	95%		65.5%	137/209, from IA report # 03-101B
		2002	95%		94.7%	198/209
		2003	95%		92.8%	194/209
		2004	95%		94.4%	169/179, IA year-end report
		2005	95%		see notes	data source not published as of 7-26-05
Program Strategies are adequately funded	<i>Percentage of program strategies under or less than 5% or 100,000 (whichever is less) over the budget appropriation.</i>	2006	95%			

Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS**Parent Program Strategy: BUDGET AND PERFORMANCE MANAGEMENT****Department: CHIEF ADMINISTRATIVE OFFICER****Service Activity: Budget and Policy Implementation****3931000****Service Activity Purpose and Description**

The purpose of service activity is to (1) develop, monitor, and adjust as necessary the annual budget through collaboration with the City's administration, departments, and council; (2) prepare budget materials that comply with statutory reporting and timing requirements specified by ordinance and statute; (3) prepare the Five-year Forecast and other revenue and expenditure projections; (4) assist policy leaders, citizens, committees and others use the budget and understand the City's financial condition, services provided, and results produced; (5) assist the administration in working with departments to implement key budget initiatives upon which the Budget is based; (6) assist departments in understanding, developing, and complying with the federal, state, and City grant application requirements and monitor department compliance; (7) provide guidance on the City's financial, human resources, and purchasing processes and the use of supporting data systems; (8) review and/or prepare legislation, including the accompanying fiscal impact analyses, proposed by the administration; and (9) perform analyses to support specific city operations and special projects.

OMB publishes the following documents every year: Proposed Enterprise and General Fund Budgets Vol. I and II, Approved Budget Vol. I and II, Supplemental to the Financial Plan, 1st, 2nd, and 3rd Qtr Revenue Projections, Five Year Forecast, and budget adjustment bills.

OMB budgets, monitors and adjusts 37 funds.

Changes and Key Initiatives

Efforts will be made to make the annual budgets of the City more accessible to the City's constituents and customers by placing both the Financial Plan and Performance Plan on the City's web site.

Input Measure (\$000's)

2002	110	110 GENERAL FUND	888
2003	110	110 GENERAL FUND	766
2004	110	110 GENERAL FUND	845
2005	110	110 GENERAL FUND	886
2006	110	110 GENERAL FUND	894

Strategic Accomplishments

OMB integrated the financial plan and performance plan components of the City's budgets to improve the connection of City services to the strategic goals of the City. This resulted in a more understandable and useable budget document for both policy makers and citizens.

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of program strategies budgeted, monitored, and adjusted.	2004	150		156	from Performance Plan
	2005	156	145	147	water authority formed in FY05
	2006	146			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Employees levels budgeted, monitored, and adjusted	2003	6,300		6,429	
Employee levels budgeted, monitored, and adjusted	2004	6429		6,428	
	2005	6,428		6,428	
	2006	6,428			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of grants processed and documentation completed	2003	40		50	value: \$32,957,775
Number of grants processed and documentation completed.	2004	50		65	value: 31,463,054
Number of grants proposed and documentation completed.	2005	65		58	\$28,111,858
	2006	65			
Quality Measures	Year	Projected	Mid-Year	Actual	Notes
GFOA recognizes the CoA budget with the Distinguished Budget Presentation Award	2001			Yes	
	2002			Yes	
	2003			Yes	Received Special Recognition for Performance Measurement
GFOA recognizes the CoA budget with the Distinguished Budget Presentation Award.	2004	yes		yes	Received special recognition for Performance Measurement
	2005	yes		yes	
	2006	yes			
Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Percentage of financial documents produced, distributed, and posted to the website on or ahead of schedule.	2004	100%		100% (3/3)	Proposed budget approved budget 5 year forecast
	2005	100%	2/2	3/3	Proposed Enterprise and GF Budget, 5 year forecast
	2006	100%			
Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Percentage of forecast reports and projections produced within 30 days of monthly or quarterly close.	2004	100%		2/3	
	2005	100%	1/2	2/3	
	2006	100%			
Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Operating reserve of 8.3% is maintained. (Y/N)	2004	Yes		Yes	
	2005	Yes		Yes	

2006

Yes

Goal:**GOVERNMENTAL EXCELLENCE AND
EFFECTIVENESS****Parent Program Strategy:** BUDGET AND PERFORMANCE MANAGEMENT**Department:** CHIEF ADMINISTRATIVE OFFICER**Service Activity:** Performance Improvement**3933000****Service Activity Purpose and Description**

OMB focuses on performance improvement at both the organizational level by managing the City's strategic management and performance measurement process and the operational level through quality management approaches.

OMB provides leadership and support services to the City's strategic management system, helping departments articulate their respective strategies and services and measure those strategies and services. OMB manages the City Goals and Objectives processes and works to connect these strategic goals and annual objectives to the City's resource allocation process. OMB coordinates the development of the annual priority objectives resolution as well as the reporting on the mid year and year end reporting on the status of their implementation.

OMB staffs the Indicators Progress Commission, which is responsible for measuring the City Goals and desired community and customer conditions.

OMB manages the design and deployment of the annual Citizen Survey, as well as conducts customer need, awareness, and satisfaction surveys for City Departments. OMB also assists departments in employee satisfaction surveys.

On an operational and service level, OMB provides implementation assistance to G.E.A.R. a process improvement process to enhance service delivery and operational efficiency and that employs competition as an optional tactic.

Changes and Key Initiatives

(1) Develop with Departments a mid-year performance measurement report, which builds on the utility of the Performance Plan, which received special recognition by GFOA for the progress Albuquerque has made relative to other cities in performance measurement.

(2) Work with Human Resources, Parks and Recreation, DFAS, Legal, DFCS, and other Departments to develop appropriate measurement structures to convey the value of the respective Departments' services as well as encourage accountability for results.

Input Measure (\$000's)

2002	110	110 GENERAL FUND	316
2003	110	110 GENERAL FUND	247
2004	110	110 GENERAL FUND	197
2005	110	110 GENERAL FUND	305
2006	110	110 GENERAL FUND	348

Strategic Accomplishments

FY/03:

- Completed customer surveys for Commercial Solid Waste and Office Services Printing Services and Copying Services.
- Completed citizen survey for Parks and Recreation.
- Completed employee survey for Senior Affairs.
- Worked with DFAS to develop and administer managed competition process.

FY04-Complete customer surveys for Human Resources and Senior Affairs.

-Conducted citizen survey for Indicators Progress Commission.

-Produced 2004 Albuquerque Progress Report.

Continue to assist Human Resources in the multiyear process to fully integrate the Employee Work Plan process with the City's Strategic Management System.

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of Operations Improvement Projects	2001			9	Process Improvement Projects and Customer Surveys
	2002	9		9	Process Improvement Projects and Customer Surveys
	2003	9		11	Process Improvement Projects and Customer Surveys
# of Operations Improvement Projects					

# of Operations Improvement Projects	2004	9	4	8	Process Improvement Projects and Customer Surveys
	2005	9	3	11	animal care, parks survey, HR
	2006	7			

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
% Service Activities with accurate, active quality measures	2001			106/326 (32.5%)	
% Service Activities with accurate, active quality measures	2002	50%	x/326		
	2003	50%	x/340		
	2004	50%		213/355 (60%)	
	2005	50%	161/316	168/332	midyear-50.9% final - 50.6%
	2006	65%			